

# **API FY 2010 Business Plan**

## **Western Hemisphere (AWH)**

### **Introduction**

---

Advancing the nation's longstanding leadership in the global arena is a primary responsibility of the Office of International Aviation (API). Our staff encourages, promotes and facilitates the adoption of FAA policies and practices worldwide. API's critical role is ensuring the international activities of FAA's lines of business and staff offices are integrated. The API staff brings safety and efficiency to millions of passengers each year as we arrange highly regarded technical assistance and training and work to harmonize global standards so passengers can benefit from a seamless air transportation network. In FY 2010 our challenges include: - identifying international priorities for the FAA, - promoting NextGen as the agency moves forward in its commitment to expand the use of those concepts, technologies and procedures internationally, - increasing FAA's leadership presence by establishing a second office in Latin America, and - improving our support of the International Civil Aviation Organization (ICAO) by coordinating FAA's work with the Industry Safety Strategy Group (ISSG) for the Global Aviation Safety Road Map. Through our strategic activities in FY 2010, we are committed to supporting Presidential safety programs in Afghanistan, Africa, and Iraq and building mutually beneficial partnerships with civil aviation organizations in the Middle East, China, India and Latin America. We will continue to support creating government-industry partnerships and strengthening the capabilities of regional aviation authorities and organizations through technical assistance and training. We will collaborate with the Office of Energy and Environment in demonstrating best U.S. environmental practices and work across the lines of business to identify projects funded by donor organizations which will strengthen the global aviation infrastructure. We will continue our core activities to build and maintain bilateral and multilateral relationships, support FAA senior leadership in achieving U.S. objectives, and negotiate agreements that improve safety and efficiency worldwide.

## Overview

API helps the line organizations in the agency provide direct or indirect assistance to over 100 countries around the world to help them improve their aviation systems. The United States is the largest contributor of technical and financial support to the International Civil Aviation Organization (ICAO), which represents 190 of the world's civil aviation authorities.

While the worldwide air accident rate has improved over the last ten years, the rate is higher in parts of the world where major growth is forecast to occur over the next century. In this environment, API must work with our international partners to be able to ensure that the flying public is able to travel as safely and efficiently abroad as at home.

A more detailed description of each objective and its supporting initiatives and performance targets follows:

### **International Leadership Strategic**

#### **➤ Flight Plan Target: CAST Safety Enhancements**

Work with the Chinese aviation authorities and industry to adopt 27 proven Commercial Aviation Safety Team (CAST) safety enhancements by FY 2011. This supports China's efforts to reduce commercial fatal accidents to a rate of 0.030 fatal accidents per 100,000 departures by FY 2012. FY 2010 Target: 4 CAST Safety Enhancements

#### **Strategic Initiative: Aviation Safety Oversight Relationships**

Identify and provide technical assistance and training and strengthen mutually beneficial partnerships with key civil aviation authorities in Africa, the Americas, Asia, Europe and the Middle East.

##### **Strategic Activity: New FAA Offices in the Western Hemisphere**

Work with U.S. Department of State, appropriate U.S. embassies, and appropriate FAA organizations to establish additional offices in the region. FAA will complete the preparations for new positions and office approval, secure an office site and make arrangements as necessary.

**Activity Target 1:** Open new office in Panama. Due December 31, 2009

**Activity Target 2:** Identify additional locations for FAA offices in the region including the Regional Director. Due March 31, 2010

**Activity Target 3:** Prepare report to API-1 on proposed additional locations for offices in the region. Due September 30, 2010

#### **Strategic Initiative: Government Industry Partnerships**

Create government-industry partnerships to help transfer aeronautical products, services, and technologies to key developing regions.

### **Strategic Activity: U.S. - Brazil Aviation Cooperation Program (ACP)**

Create a government-industry partnership to help transfer aeronautical products, services, and technologies to Brazil.

**Activity Target 1:** Follow up discussions with the Brazilian government in first quarter to explore the creation of an ACP and consult periodically throughout fiscal year to continue momentum. Due September 30, 2010

**Activity Target 2:** Create a working group consisting of U.S. industry, government agencies and other stakeholders to develop the ACP framework. Due June 30, 2010

**Activity Target 3:** Provide quarterly updates on progress to API-1. Due September 30, 2010

### **Strategic Initiative: Foster International Environmental Standards**

Work at ICAO and with international partners to foster international environmental standards, recommended practices, and guidance materials that are technically feasible, economically reasonable, provide a measurable benefit and consider interdependencies between the various emissions and between emissions and noise.

### **Strategic Activity: Demonstrate US Best Environmental Practices**

Present the U.S. position on aviation environmental concerns and encourage the adoption of U.S. environmental policy and practices in aviation by international aviation authorities, government policy makers, and industry stakeholders in the AWH region.

**Activity Target 1:** AWH will work with ARP, ATO, and AEE to identify two foreign delegations to visit the U.S. for a briefing on environmental best practices. Due June 30, 2010

**Activity Target 2:** AWH will identify a venue in the region at which FAA experts could present the U.S. position on aviation environmental issues and U.S. initiatives to reduce environmental impacts. Due May 31, 2010

**Activity Target 3:** Promote and advocate U.S. position on environmental issues to at least five key governments or organizations leading up to the 2010 ICAO General Assembly. Due September 30, 2010

**Activity Target 4:** Engage in dialogue with key partners to explore an environmental initiative for the Western Hemisphere. Due September 30, 2010

### **Strategic Initiative: Strengthen Aviation Authorities**

Identify and provide technical assistance and training to strengthen the capabilities of at least four regional aviation organizations to meet international safety and efficiency standards.

### **Strategic Activity: Strengthen Aviation Safety Oversight in the Western Hemisphere**

Strengthen aviation safety oversight in the Western Hemisphere by further developing partnerships with key regional organizations, such as Latin American Civil Aviation Commission (LACAC), Caribbean Aviation Safety and Security Oversight System (CASSOS) and Central American Corporation of Air Navigation Services (COCESNA). Explore opportunities for cooperative activities to advance civil aviation

goals in the region and to help them achieve greater compliance with ICAO standards through training and targeted technical assistance.

**Activity Target 1:** Negotiate technical assistance and training agreements, as necessary, for these regional organizations to assist in achieving greater compliance with International Civil Aviation Organization (ICAO) standards by the end of FY2010. Due September 30, 2010

**Activity Target 2:** Coordinate and present FAA policy positions and technical seminars at key FY2010 LACAC, CASSOS and COCESNA meetings. Due September 30, 2010

**Activity Target 3:** Promote and advocate U.S. Government position on safety oversight issues leading up to the 2010 ICAO General Assembly. Due September 30, 2010

### ➤ **Flight Plan Target: International Aviation Development Projects**

By FY 2013, arrange commitments for external funding for at least 35 aviation development projects (7 per year). FY 2010 Target: 7 projects

### **Strategic Initiative: International Aviation Development Projects Outreach**

Work with FAA Lines of Business to develop international aviation projects, arrange external funding for these projects, and conduct outreach activities to transfer aviation development knowledge.

#### **Strategic Activity: Western Hemisphere Regional Project Identification**

Coordinate with Senior Representatives and FAA LOBs to identify and develop International Aviation Development projects.

**Activity Target 1:** Identify and provide a list of International Aviation Development projects in the Western Hemisphere to API-10. Due September 30, 2010

**Activity Target 2:** Secure external funding commitments for two international aviation projects in the Western Hemisphere region. Due September 30, 2010

**Activity Target 3:** Participate in at least two outreach activities with other U.S. Government agencies or non-U.S. donor organizations to share aviation development knowledge. Due September 30, 2010

### ➤ **Flight Plan Target: NextGen Technology**

By FY 2013, expand the use of NextGen performance-based systems and concepts to five priority countries. FY 2010 Target: 1 country

### **Strategic Initiative: Optimize Efficiencies**

Work with the international community to support partnerships, such as AIRE and ASPIRE, that adopt technologies, systems, procedures and concepts to improve global interoperability and system harmonization, and support a reduction of aviation's environmental footprint.

### **Strategic Activity: NextGen Expansion in the Western Hemisphere**

Work with ATO and strategic partners in the region to promote the expansion of NextGen-supporting systems, technologies and operational enhancements in the region.

**Activity Target 1:** Develop an FAA strategy for implementing NextGen programs within the Western Hemisphere. Due June 30, 2010

**Activity Target 2:** Educate regional partners and stakeholders on NextGen components/benefits, and promote harmonization and acceptance of operational service improvements that support a reduction in aviation's environmental footprint. Due September 30, 2010

**Activity Target 3:** Organize, coordinate, and execute at least two briefings or meetings with foreign aviation officials to promote expansion of NextGen procedures and concepts. Due September 30, 2010

**Activity Target 4:** Explore at least one NextGen initiative for the Western Hemisphere Due September 30, 2010

### **➤ Flight Plan Target: Aviation Leaders**

By FY 2013, work with at least 18 countries or regional organizations to develop aviation leaders to strengthen the global aviation infrastructure. FY 2010 Target: 3 countries/regional organizations

### **Strategic Initiative: Develop Aviation Leaders**

Strengthen civil aviation authorities and global safety by creating and promoting targeted developmental opportunities to civil aviation leaders to enhance management, technical and organization skills.

### **Strategic Activity: Western Hemisphere Developmental Opportunity**

Initiate, coordinate, and organize at least one (1) developmental opportunity for current or potential foreign aviation leaders.

**Activity Target 1:** Identify and provide an initial list of at least three developmental opportunities in the Western Hemisphere region to API-10. Due December 31, 2009

**Activity Target 2:** Arrange one international aviation leadership development program for at least one current or potential foreign aviation leader from either a regional organization or country in the Western Hemisphere region. Due September 30, 2010

## **International Leadership Core**

### **➤ Core Business Target: New Agreement Development**

Conclude 75% of agreements in this activity.

### **Core Business Initiative: Agreement and Contract Administration**

This core business function includes the development, preparation and management of agreements and contracts including, but not limited to, bilateral aviation agreements, technical assistance, training,

cooperative efforts, and research agreements, memoranda of agreement, annexes and appendices. It also includes the duties of a contracting officer's technical representative such as generating statements of work, approving invoices for payment and facilitating government/contractor relations.

#### **Core Sub-Activity: Safety Oversight Technical Assistance (Western Hemisphere (AWH))**

API will support Aviation Safety (AVS) in providing technical assistance and training for civil aviation authorities and regional organizations in the Western Hemisphere.

**Activity Target 1:** Over the course of FY10, negotiate agreements and arrange seminars as necessary for AVS to assist civil aviation authorities and regional organizations in maintaining international safety standards and modernizing their safety oversight programs. Due September 30, 2010

#### **Core Sub-Activity: Capacity and Efficiency Technical Assistance (Western Hemisphere (AWH))**

API will support the Air Traffic Organization (ATO) by providing technical assistance and training for the civil aviation authorities and regional organizations in the Western Hemisphere.

**Activity Target 1:** Over the course of FY10, negotiate agreements and arrange seminars as necessary for ATO to assist civil aviation authorities and regional organizations in modernizing and maintaining their air navigation systems and improving their operational efficiencies. Due September 30, 2010

#### **Core Sub-Activity: Airport Technical Assistance (Western Hemisphere (AWH))**

API will support Airports (ARP) in providing technical assistance and training for civil aviation authorities and regional organizations in the Western Hemisphere.

**Activity Target 1:** Over the course of FY10, negotiate agreements and arrange seminars as necessary for ARP to assist civil aviation authorities and regional organizations in wildlife mitigation efforts, airport training seminars, and modernizing and maintaining airport infrastructure. Due September 30, 2010

#### **Core Sub-Activity: Brazil Technical Assistance (Western Hemisphere (AWH))**

API will work with ARP to identify areas of cooperation in Brazil to improve and modernize airport infrastructure and will work with ATO to support efforts to provide technical assistance to Brazil in the area of Air Traffic, ATFM, Aviation English, GNSS, GPS and ADS-B technologies.

**Activity Target 1:** Continue to work with ATO and Brazil to facilitate and improve interoperability between the Brazilian Air Traffic Control Command Center (CGNA) and the FAA Air Traffic Control Systems Command Center (ATCSCC); and extend GNSS outreach contract to include all of South America with Brazil. Due September 30, 2010

**Activity Target 2:** Identify areas of possible collaboration and FAA technical assistance in support the Brazilian Airport Authority (INFRAERO) and National Civil Aviation Authority (ANAC) plans to expand and modernize targeted Brazilian airports. Due September 30, 2010

**Activity Target 3:** Assist INFRAERO, ANAC, the Brazilian Department of Airspace Control (DECEA) and the Brazilian accident investigation organization (CENIPA), by providing information on safety upgrades, Air Traffic and accident investigation training, and other infrastructure needs. Due September 30, 2010

### **Core Sub-Activity: Canada Assistance (Western Hemisphere (AWH))**

Work with the necessary LOBs, Department of State and counterparts in Nav Canada, Transport Canada and other Canadian government agencies to negotiate and coordinate technical assistance and research and development agreements.

**Activity Target 1:** Negotiate and draft any necessary agreements to support research and development activities with Canadian agencies. Due September 30, 2010

**Activity Target 2:** Negotiate and draft any necessary agreements to support cooperative assistance activities Canadian agencies. Due September 30, 2010

### **Core Sub-Activity: Bermuda (Western Hemisphere (AWH))**

AWH will work with ATO, the Department of State, Government of the United Kingdom, and Government of Bermuda to negotiate and coordinate necessary technical assistance and air navigation services agreements.

**Activity Target 1:** Prepare a draft of Memorandum of Agreement (MOA) and all related agreements for USG clearance. Due December 31, 2009

**Activity Target 2:** Request State Department clearance on MOA and all related agreements. Due January 31, 2010

**Activity Target 3:** Conclude final agreements with Government of Bermuda. Due May 31, 2010

### **Core Sub-Activity: Bahamas Technical Assistance (Western Hemisphere (AWH))**

AWH will work with ATO, the Department of State and the Bahamian Civil Aviation Authority to negotiate and coordinate necessary technical assistance agreements.

**Activity Target 1:** Respond to Government of Bahamas requests for technical assistance by negotiating and concluding necessary agreements. Due September 30, 2010

### **Core Sub-Activity: Aruba Agreement (Western Hemisphere (AWH))**

AWH will work with the appropriate Lines of Business and the Department of State to develop a framework under which to negotiate agreements with the Department of Civil Aviation of Aruba.

**Activity Target 1:** Continue negotiations with the Government of the Kingdom of the Netherlands and the Government of Aruba regarding the new Memorandum of Agreement and associated annexes as needed. Due June 30, 2010

**Activity Target 2:** Prepare final Memorandum of Agreement and associated annexes as needed. Due September 30, 2010

### **➤ Core Business Target: Senior Leadership Support**

Complete 90% of senior leadership preparations at least 5 days and follow up actions within 10 days after conclusion of each event.

## **Core Business Initiative: Senior Leadership Support**

API plans, organizes, and conducts special events, conferences and summits that promote increased safety and efficiency of the global civil aerospace system in an environmentally sound manner. Also, API prepares FAA senior management, delegations and other USG officials for carrying out U.S. objectives at international events. Preparations include researching issues, briefing agency and USG officials, and developing position papers, presentations, background papers, briefing books, and country overviews on aviation-related matters. Follow-up actions include developing action items and issues lists with lead owners and required response dates; Submission of coordinated, approved trip reports for all FAA personnel to API and for the FAA Administrator to the Office of the Secretary; and Letters of Appreciation, as appropriate.

### **Core Sub-Activity: FIDAE 2010 (Western Hemisphere (AWH))**

Lead FAA delegation preparations and bilateral activities associated with the International Air and Space Show (FIDAE) and IATA's Wings of Change conference in Santiago, Chile.

**Activity Target 1:** API will coordinate with the LOBs in planning for FAA executive-level participation in the FIDAE Air Show and as a potential speaker in IATA's Wings of Change Conference, held in conjunction with the air show. Due June 30, 2010

**Activity Target 2:** Complete trip report within 10 working days of the event. Due June 30, 2010

### **Core Sub-Activity: Regional Meetings (AWH) (Western Hemisphere (AWH))**

API will coordinate with the appropriate FAA Lines of Business to participate in regional meetings to include CASSOS, COCESNA, ICAO, LACAC, and Western Hemisphere Dialogue meetings.

**Activity Target 1:** Work with LOBs to organize FAA participation in regularly held regional meetings. Due September 30, 2010

**Activity Target 2:** Complete trip report within 10 working days of the event. Due September 30, 2010

### **Core Sub-Activity: GREPECAS/16 (AWH) (Western Hemisphere (AWH))**

Work in partnership with ATO, AVS, and ARP through the ICAO-sponsored Regional Planning and Implementation Group (GREPECAS) on a harmonized regional approach for capacity and efficiency standards and practices.

**Activity Target 1:** Lead preparations GREPECAS/16. Due September 30, 2010

**Activity Target 2:** Continue to provide support as needed to ATO, AVS, and ARP for GREPECAS Working Groups. Due September 30, 2010

**Activity Target 3:** Provide guidance and input to GREPECAS on policy issues in the Western Hemisphere and report/coordinate with AWH-1. Due September 30, 2010

**Activity Target 4:** Complete trip report within 10 working days of the event. Due September 30, 2010



### **Core Sub-Activity: 15th Meeting of the North American Aviation Trilateral (NAAT/15) (Western Hemisphere (AWH))**

Lead the coordination for FAA participation at NAAT/15 meeting.

**Activity Target 1:** Complete all preparations for the NAAT meeting. Due September 30, 2010

**Activity Target 2:** Complete trip report within 10 working days of the event. Due September 30, 2010

### **➤ Core Business Target: Manage International Relationships**

Respond to customer inquiries for assistance and provide relevant information within 7 working days of receipt of request.

### **Core Business Initiative: Manage International Relationships**

FAA Senior Representatives and API desk officers manage the bilateral relationships between the FAA and its international counterparts and coordinate the FAA's activities in regional and multilateral aviation organizations, including the International Civil Aviation Organization (ICAO). This core business function covers the activities of FAA Senior Representatives and API desk officers in providing diplomatic, representational, and program support of FAA's international activities, and fostering and maintaining relationships. Progress on these activities can be affected by any of the parties involved.

#### **Core Activity: FAA Representation in the Western Hemisphere**

Establish and maintain effective working relationships within FAA and with USG, associations, industry, and international counterparts to promote and coordinate FAA mission and activities

**Activity Target 1:** Actively participate and support Embassy management and activities, including ICASS, emergency planning, and mission strategic planning. Submit quarterly reports to AWH-1. Due September 30, 2010

**Activity Target 2:** Maintain updated information on countries, regional organizations and key officials. Due September 30, 2010

**Activity Target 3:** Working with industry and associations to identify opportunities to promote new technologies, technical assistance or training, or increase compliance with ICAO standards. Due September 30, 2010

#### **Core Activity: Bahamas Flight Information Region (FIR)**

Assist the ATO with the implementation of all policy and technical activities associated with the establishment of the Bahamas FIR as part of the on-going bilateral negotiations between the FAA and the Government of the Bahamas.

**Activity Target 1:** Draft and negotiate associated annexes and appendices necessary for management and execution of FIR Operations and maintenance under the Air Navigation Services Agreement. Due September 30, 2010

**Activity Target 2:** Work with ATO and AGC to develop associated metrics to support the operations and management of a Bahamas FIR. Due April 30, 2010

### **Core Activity: Western Hemisphere Civil-Military Aviation Cooperation**

Support regional civil-military cooperation with ATO, DoD and the CAAs to improve communication, navigation and surveillance interoperability while promoting advanced technologies.

**Activity Target 1:** Work with DOD and CAAs to support a regional cooperation plan by end of FY10. Due September 30, 2010

**Activity Target 2:** Cooperate with ICAO NACC, DOD (SOUTHCOM) and CAAs to develop and implement a regional coordination center in El Salvador. Due September 30, 2010

### **Core Activity: USG Policies on Cuba**

Work closely with the FAA LOBs, and the U.S. Departments of Transportation (DOT), State (DOS), Homeland Security (DHS) and other USG agencies to support the Administration's Cuba initiatives and policies.

**Activity Target 1:** Provide expertise for international coordination, including liaison with DOS, DOT, DHS and other USG agencies, foreign civil aviation authorities, appropriate representatives of foreign governments in Washington, D.C., and the International Civil Aviation Organization (ICAO). Due September 30, 2010

**Activity Target 2:** Provide mid-year update to API-1. Due June 30, 2010

**Activity Target 3:** Coordinate with appropriate LOBs on all Cuba policy matters; participate in all activities of the Crisis Response Working Group for Cuba (CRWG) during FY10. Due September 30, 2010

**Activity Target 4:** Provide end of year report to API-1 on Cuba policy matters and significant activities. Due September 30, 2010

### **Core Activity: U.S. Registered Aircraft Operating Outside of the United States**

Work with LOBs to explore the possibilities for FAA leadership on U.S. registered aircraft operating outside the United States.

**Activity Target 1:** Conduct a seminar on matters pertaining to U.S. registered aircraft operating in Latin America and the Caribbean. Due June 30, 2010

**Activity Target 2:** Provide AWH-1 with an end-of-year report on research progress. Due September 30, 2010